

THE  
ISABELLA STEWART GARDNER  
MUSEUM, INCORPORATED  
BOSTON, MASSACHUSETTS



FORTY-FOURTH ANNUAL REPORT  
1968





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*Isabella Stuart Gardner*

The Isabella Stewart Gardner Museum

INCORPORATED

FORTY-FOURTH

# Annual Report

for the year 1968



BOSTON, MASSACHUSETTS

1969





THE ISABELLA STEWART GARDNER  
MUSEUM, INCORPORATED

Sole Trustee under the will of Isabella Stewart Gardner



G. PEABODY GARDNER, *President*

MALCOLM D. PERKINS, *Vice-President and Secretary*

JOHN LOWELL GARDNER, *Treasurer*

TRUSTEES

G. PEABODY GARDNER

JAMES LAWRENCE, JR.

MALCOLM D. PERKINS

JOHN LOWELL GARDNER

MASON HAMMOND

FRANCIS W. HATCH, JR.

ELLIOT FORBES

## STAFF\*

### ADMINISTRATION

*Director*

*Administrator*

*Secretary for Administration*

*Associate Secretary for Administration*

*Secretary for Music*

*Secretary for the Collection*

*Associate Secretary for the Collection*

*Docents*

SHAUNAGH GUINNESS

CLARA S. MONROE

NANETTE SEXTON

MARGARET S. SMITH

*Photographer*

### COLLECTION

*Conservation Technicians*

YVONNE A. A. COX

LEO V. KLOS

### SECURITY AND MAINTENANCE

*Supervisor of Buildings*

*Security Foreman*

*Maintenance Foreman*

*Shop Technicians*

*Technicians and Watchmen*

ROBERT ANDERSON

FLORA A. BERRY

HERBERT A. BERRY

MARY CAMPBELL

MICHAEL CONWAY

WILLIAM EVANS

*Guards*

JOHN F. BARRETT

STANLEY F. BENTLEY

BASIL B. DAVISON

ALFRED J. DONNELL

HAROLD J. EDGETT

CARL R. ERLANDSON

JOSEPH FEELEY

MICHAEL FLYNN

HENRY F. FORD

ALBERT B. GORDON

HENRY L. GORMLEY

EDWARD GRAY

### GARDENING

*Head Gardener (Greenhouse)*

*Head Gardener (Museum)*

*Gardeners*

MICHAEL COGAVIN

MARTIN DAVIS

PATRICK J. FLYNN

GEORGE L. STOUT

ROLLIN VAN N. HADLEY

JANET GARDNER

CHARLOTTE B. UNDERWOOD

JOHANNA GIWOSKY

SUSAN W. DAY

LINDA V. HEWITT

SHARYN SOOHO

JESSIE M. STUART

NICHOLAS A. TRANQUILLO

JOSEPH B. PRATT

ANA WERTELECKI

JOHN J. MARETTI

PATRICK T. NILAND

JOHN J. KENNEDY

MICHAEL FINNERTY

JOHN F. NILAND

ROBERT FRENCH

DENNIS W. MAHONEY

JOSEPH MINIUTTI

PATRICK J. NAUGHTON

JAN B. STRONG

HAROLD R. HOLM

PATRICK HURLEY

PATRICK McDONOUGH

JOHN F. McELHINNEY

DANIEL J. McGUIRE

CHARLES A. McSTRAVICK

EDWARD P. NAYLOR

PAUL C. PETERSEN

CLEMENT F. REARDON

JOHN F. REARDON

THOMAS D. REYNOLDS

WALTER J. WESTWOOD

JOHN F. SULLIVAN

JOHN A. MADDEN

MICHAEL HEAVEY

ROBERT M. MacKENZIE

\* On regular duty during 1968.



## REPORT OF THE PRESIDENT



### TO THE TRUSTEES:

In the Museum's annual report for 1964, I devoted a paragraph to the proposed routing of the Inner-Belt highway which was then a grave concern of the Museum and its neighboring institutions. A year after that, through the combined efforts of these institutions, we could expect a compromise, namely a tunnel for the highway under the Fens parkland. Plans for the highway now seem definite, and, despite the fact that the road itself will be invisible, a change in the Museum's surroundings is unavoidable. New landscaping and traffic patterns will follow highway construction, and the Muddy River in front of the Museum will become an artificial canal or cease to exist entirely. Vegetation on top of the highway will be limited in scale and ventilation, for the tunnel will eat into the available green space in the form of new construction. Concurrent with the planning by public agencies are the additions proposed by neighboring institutions to their facilities. The Museum is perhaps the only one of these institutions without expansion plans, but the Trustees and Staff follow all these changes in our environment with care, conscious of their obligation to influence the Museum's surroundings and particularly to try to protect that open parkland which persuaded Mrs. Gardner to place the Museum where it is.

The Director's report which follows will, as usual, give a more detailed review of the year's happenings.

We are again happy to express our gratitude to him and

his entire staff for the excellent way in which all phases of the problems and work of the Museum have been handled.

G. PEABODY GARDNER,  
*President*

February 14, 1969

## REPORT OF THE DIRECTOR



### TO THE TRUSTEES:

The prominent occurrence of the year was publication in book form of the principal drawings in the collection. The author was Rollin van N. Hadley, Administrator. Thirty-five drawings are illustrated and fully catalogued; twenty-eight are concisely catalogued without illustration. Already the author has been congratulated by curators and art historians in Europe and the United States. Similar studies and publications are to be sought, which can present sculpture and other holdings in the collection.

Flowering plants in the court remain a strong attraction to visitors. The number and variety as well as the quality of these plants, as they come from the greenhouse in Brookline, are constantly increased and improved.

Programs of music, regularly offered for more than forty years, usually fill the chairs with visitors. Given on days when the museum is open to the public, these programs come to about 200 in a year. Variety is wide in them. Concerts on Sundays in 1968 indicate that variety: piano, 9; harpsichord, 3; stringed instruments, 11; woodwinds, 4; guitar, 2; duo-piano, 1; opera, 1; chamber music groups, 9; 1 chorus; vocal recitals, 6; 1 jazz ensemble. In a program on a weekday, works by Bach were combined with jazz versions of the same pieces. Afternoon performances on weekdays provided opportunities for students and for new residents of the area. Evening programs on the first Thursday of each month were largely performed by musicians who

were making a *début* in New York or Baltimore at about the same date.

In the care of the collection, treatment has been given to fifty-two objects other than textiles. Sixteen were leather panels from the walls of the Veronese Room. Repair and remounting of these will go on until all have been strengthened. Textiles in thirteen of the museum's rooms have occupied the time of those adroit technicians. One large tapestry, in the series of five Scenes from the Life of Cyrus the Great, had the repairs finished and another was started, The Tower of Babel. Both are Flemish of the sixteenth century. The second may need more than a year for the mending.

Repairs to buildings and equipment in the compound of the museum and in that of the greenhouses in Brookline mainly occupied the shop technicians of the Staff. Contractors were engaged when needed. Among the many pieces of work were additions to emergency lighting; new detectors, alarms, and wiring for fire protection; wire-screen plastic windows, second floor north and west (a provision against riots and vandalism). At the greenhouses: correction of drainage and pumping equipment to prevent flooding; renewal of driveway paving; new doors for the garage.

Attendance record:

	<i>1968</i>	<i>1967</i>
Weekdays	78,533	78,003
Sundays	55,098	56,386
Closed-day tours	4,568	4,881
Special visits during closed hours	3,871	3,589
	<hr/> 142,070	<hr/> 142,859



Included in the figures above:

	<i>Groups</i>	<i>Persons</i>
Scheduled tours, open days	95	1,838
Boston public schools	28	1,088
Schools outside Boston	122	4,743
Colleges and technical schools	30	994
Other organizations	72	2,493

The average of attendance for the last ten years was 130,-924.

Among the many special visits of organizations, the following were attended by more than a hundred persons: 19 January, Boston Ballet Society (190); 5 April, Connecticut College Club of Boston (275); 24 April, New Century Club (150); 6 May, Electrochemical Society, Inc. (535); 18 May, Cambridge Center for Adult Education (295); 13 May, Women's Committee, Northern New England District Branch of the American Psychiatric Association (210); 4 June, New England Jewish Music Forum (432); 8 June, Emerson College Class of 1968 (364); 4 October, Harvard Law School Class of 1923 (122); 14 October, American Chemical Society, Northeastern Section (335); 18 October, Friends of Armenian Culture Society, Inc. (280).

Sales of the museum's publications:

	<i>1968</i>	<i>1967</i>
Books	\$1,332.50	\$1,331.00
Guides and Information		
Folders	3,974.89	1,675.72
Cards	4,014.25	3,722.15
Color Transparencies	2,119.90	3,447.40
Miscellaneous	302.34	875.74
Total	<u>\$11,743.88</u>	<u>\$11,052.01</u>

At the service in memory of Isabella Stewart Gardner on Sunday, 14 April, at 9 A.M., the celebrant was the Reverend Father Alfred Pedersen, S.S.J.E.

Reported with sorrow is the death of one of the Staff: Thomas Sullivan, guard, on 12 July.

Two have retired: James F. Horgan, watchman, 26 June; Mary Campbell, maintenance technician, 31 December. Six have resigned: Dolly Manzoni, conservation technician, 15 February; Ernest Gillibrand, guard, 4 March; Elwin F. Rich, watchman, 1 April; Leslie Dryer, Associate Secretary for Administration, 31 July; Carl E. Bigham, watchman, 16 August; Susan W. Day, Secretary for the Collection, 15 November.

Eight have been engaged for regular duties: Leo V. Klos, conservation technician, 12 February; John F. Barrett, guard, 18 June; Patrick Hurley, guard, 19 August; William Evans, watchman, 22 August; Jan B. Strong, watchman, 28 August; Daniel J. McGuire, guard, 9 September; Charlotte B. Underwood, Associate Secretary for Administration, 23 September; Robert Anderson, watchman, 28 October. For special duties with the collection and on restricted schedules were Yasuko Horioka, Paula Kozol, Vincenzina Romano. Engaged for limited periods were Zara T. Haimo, Kristine Young, Gerald Parsons.

GEORGE L. STOUT



# REPORT OF THE TREASURER

STATEMENT OF ASSETS AND CHANGES IN FUND BALANCES - DECEMBER 31, 1968 AND 1967

ASSETS	General Fund (63)	Pension Fund (Note 4)	Maintenance and Depreciation (Note 3)	General Operating Account (Note 3)		Combined Funds— December 31,
				1968	1967	
CASH	\$	\$	\$	\$	\$	\$
INVESTMENTS (Note 1):						
Bonds (quoted market at December 31, 1968 \$4,536,402)	3,311,517	1,112,471	577,314	124,762	5,126,064	5,854,197
Common stocks (quoted market at December 31, 1968 \$11,172,129)	5,208,453	-	-	-	5,208,453	4,184,536
MUSEUM PROPERTY, at appraised values (Note 2):						
Land and buildings	\$ 366,400	\$ -	\$ -	\$ -	\$ 366,400	\$ 366,400
All the outstanding shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated, representing—						
Contents of Museum building	4,015,000	-	-	-	4,015,000	4,015,000
Lot and greenhouse	49,000	-	-	-	49,000	49,000
	<u>\$ 4,430,400</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,430,400</u>	<u>\$ 4,430,400</u>
	<u>\$12,950,307</u>	<u>\$1,129,183</u>	<u>\$583,078</u>	<u>\$183,273</u>	<u>\$14,845,841</u>	<u>\$14,530,965</u>
CHANGES IN FUND BALANCES						
BALANCES DECEMBER 31, 1967	\$12,740,289	\$1,098,561	\$548,854	\$143,262	\$14,530,966	\$14,296,961
Excess of income received over expenditures and appropriations	-	-	-	40,011	40,011	46,395
Net gain (loss) from sales of securities	210,018	(23,111)	1,147	-	188,054	103,668
Income from investments of:						
Pension fund	-	45,740	-	-	45,740	43,427
Maintenance and depreciation	-	-	23,077	-	23,077	21,987
Pensions paid	-	(12,007)	-	-	(12,007)	(11,473)
Appropriations from income for:						
Pension fund	-	20,000	-	-	20,000	20,000
Maintenance and depreciation	-	-	10,000	-	10,000	10,000
	<u>\$12,950,307</u>	<u>\$1,129,183</u>	<u>\$583,078</u>	<u>\$183,273</u>	<u>\$14,845,841</u>	<u>\$14,530,965</u>

The accompanying notes are an integral part of these statements.

STATEMENT OF GENERAL FUND INCOME,  
EXPENDITURES AND APPROPRIATIONS  
FOR THE YEARS ENDED DECEMBER 31, 1968 AND 1967

INCOME:	1968	1967
Income from general fund investments—		
Dividends on common stocks	\$293,368	\$264,467
Interest on bonds	176,784	187,171
Sales of catalogues, postcards, etc. at Museum	11,693	10,245
	<u>\$481,845</u>	<u>\$461,883</u>
 EXPENDITURES:		
Museum operating expenses—		
Maintenance and security	\$179,869	\$166,684
Administration	97,579	83,526
Gardening and grounds	50,889	45,992
Music	35,288	31,164
Care of collection and paintings	20,795	22,071
Professional services	17,075	16,833
Insurance	5,226	12,281
Compensation of managing trustees	3,900	3,940
Miscellaneous general and administrative expenses	1,213	2,997
	<u>\$411,834</u>	<u>\$385,488</u>
EXCESS OF INCOME OVER EXPENDITURES	<u>\$ 70,011</u>	<u>\$ 76,395</u>
Appropriations for:		
Pension fund	20,000	20,000
Maintenance and depreciation	10,000	10,000
EXCESS OF INCOME OVER EXPENDITURES AND APPROPRIATIONS	<u>\$ 40,011</u>	<u>\$ 46,395</u>

The accompanying notes are an integral part of these statements.

## NOTES TO STATEMENTS

DECEMBER 31, 1968

1. *Investments*

Investment securities held in the general fund are stated at cost, less amortization of bond premium, if acquired subsequent to December 24, 1936, or at market values shown in the Trustee's inventory as of that date. All other securities are stated at cost.

2. *Museum Property*

The Museum land and buildings, together with all the shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated (representing the contents of the Museum building, lot and greenhouse) are stated at appraisal values as shown in the Trustee's inventory as of December 24, 1936.

3. *Restriction upon Surplus of Income*

The Trustees are directed under the Will of Isabella Stewart Gardner to pay to certain named hospitals any surplus of income which in the opinion of the director and Trustees will not be needed for the proper and reasonable maintenance of the Museum. These amounts, if any, are payable at the end of successive five-year periods and the next such period ends in 1969.

4. *Pension Fund*

The Museum has no formal pension arrangements with employees. The Trustees made discretionary payments of \$12,007 to certain retired employees in 1968.

## REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS

*The Trustees,*

*The Isabella Stewart Gardner Museum, Incorporated*

*Trustee under the Will of Isabella Stewart Gardner*

We have examined the statements of assets and changes in fund balances of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED (a Massachusetts corporation, not for profit), TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER as of December 31, 1968, and the related statements of general fund income, expenditures and appropriations for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. We have previously examined and reported on the statements for the preceding year.

The accounts of the Museum are maintained on the cash basis, and the accompanying statements have been prepared on that basis. The Museum has consistently followed the practice of expensing capital assets acquired subsequent to December 24, 1936, and of making no provision for the depreciation of Museum buildings. Appropriations for maintenance and depreciation are credited to the maintenance and depreciation fund when authorized by the Trustees.

In our opinion, the accompanying statements present fairly the assets and changes in fund balances of The Isabella Stewart Gardner Museum, Incorporated, Trustee under the Will of Isabella Stewart Gardner as of December 31, 1968, and its general fund income, expenditures and appropriations for the year then ended in accordance with the method of accounting mentioned above, applied on a basis consistent with that of the preceding year.

ARTHUR ANDERSEN & Co.

Boston, Massachusetts,  
January 31, 1969.



## NOTE ON THE ORGANIZATION OF THE MUSEUM



The Isabella Stewart Gardner Museum, Incorporated (Museum Corporation), a Massachusetts charitable corporation, is the sole trustee under the will of Isabella Stewart Gardner.

Upon her death in 1924, Mrs. Gardner left to seven individual trustees the property which now constitutes the Museum—Fenway Court and the works of art she had collected there, some of which were owned by her directly and some by a corporation of which she owned all the capital stock, The Isabella Stewart Gardner Museum in the Fenway, Incorporated (Fenway Corporation). She also gave her trustees an endowment fund for the support of the Museum.

In 1936 the individual trustees under Mrs. Gardner's will organized the Museum Corporation and resigned as trustees under the will. The Museum Corporation was appointed by the Probate Court to be successor trustee in their stead and now holds all the trust property, consisting of the real estate, the collection (owned either directly or through Fenway Corporation), and the endowment.

Under the By-laws of the Museum Corporation it is managed by a board of seven trustees who have the power to fill vacancies in their own number. The officers, elected annually by the trustees, are a President, Vice-President, Treasurer and Secretary. A Finance Committee of at least two members appointed by the trustees is responsible for the Museum's investments.

Under the terms of Mrs. Gardner's will full authority over the Museum, the collection, and the staff is vested in the Director, who is appointed and subject to removal by her trustees (now the Museum Corporation).

*One hundred twenty-five copies of this report were printed  
by The Anthoensen Press, Portland, Maine*





